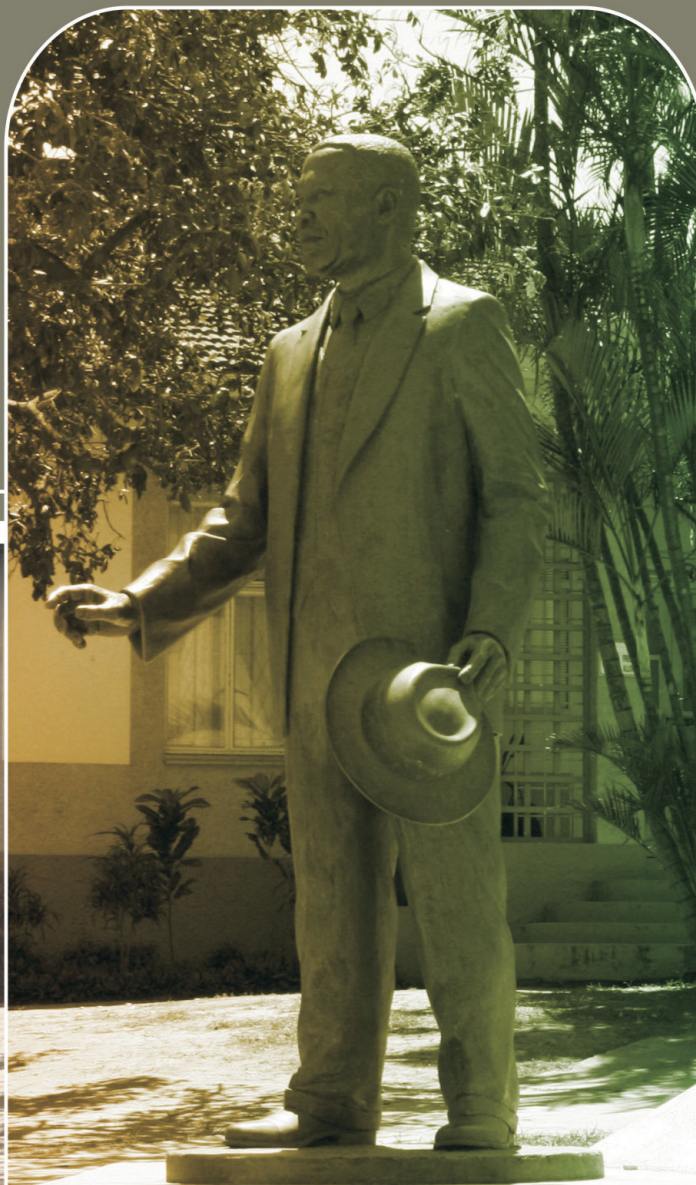


HUMAN RESOURCE & ORGANISATIONAL MANAGEMENT

CHAPTER 4



INKOSI ALBERT LUTHULI

1898 - 1967

CHAPTER 4: HUMAN RESOURCE & ORGANISATIONAL MANAGEMENT

4.1 Organisational Structure

To assist KwaDukuza Municipality with implementing the objectives of local government as they are clearly spelt out in the White Paper on Local Government, a very strong organisation with dynamic and charismatic leadership that is able to provide direction for the success of the organisation as well as to help the organisation to achieve what it exists for. KwaDukuza Municipality has been able to structure the organisation in a manner that helps it in addressing the challenges that it is faced with.

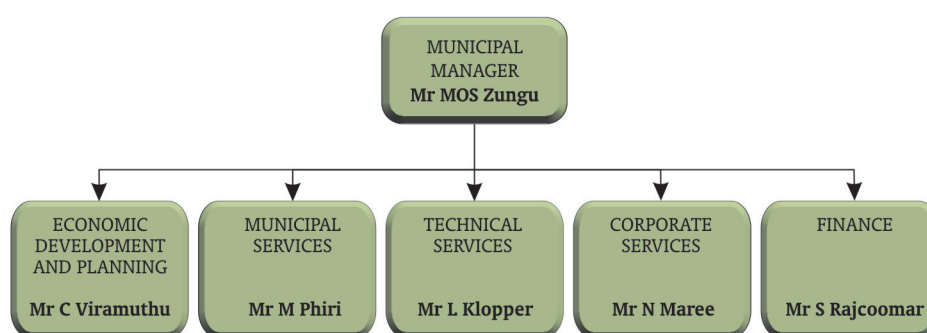


Figure 18: KwaDukuza Organisational Structure

The Municipal Manager heads the administrative structure of KwaDukuza Municipality and is assisted by five Heads of Departments (Executive Directors/ED's). Depending on each department, each is further divided in a particular number of sub directorates headed by Directors. The ED headed departments are Economic Development and Planning, Municipal Services, Technical Services, Corporate Services and Finance.

Municipalities are faced with a very challenging task of ensuring that they implement the developmental mandate that they have been tasked with. To implement the objectives of local government as they are clearly spelt out in the White Paper on Local Government, requires a very strong organisation with dynamic and charismatic leadership that is able to provide a clear direction for the success of the organisation as well as to help the organisation to achieve what it exists for.

This also requires a vision and mission that will serve to steer the KwaDukuza Municipality in the desired direction with positive outputs. To realize this vision Council has to place much effort in fast-tracking and fine-tuning KwaDukuza operational strategies and programmes. This will be done through the Integrated Development Plan (IDP) which is one of the key tools for local government to cope with its developmental role and assist municipalities to arrive at decisions on issues such as the municipal budget, land management, promotion of local economic development and institutional and organisational transformation in a systematic, strategic and consultative manner.



4.2 Employment Equity & Skills Development

As a designated employer in terms of Section 13 (1) of the Employment Equity Act, 55 of 1998, the Municipality aims to achieve employment equity by implementing affirmative action targeting designated groups in terms of this Act.

The goals of the Employment Equity Plan being:

- To create equal opportunity and fair treatment of the designated groups within the Municipality.
- To identify all barriers which prevent or hinder the advancement of the designated groups.
- To eliminate all forms of unfair discrimination in the employment policies, practices and procedures of the Municipality.
- To create a pool of skills and competencies that meet business objectives and challenges as set out in the Integrated Development Plan.
- To make a special effort to accommodate people with disabilities.
- To respect the privacy of each individual, to respect diversity and to encourage teamwork, shared values, mutual acceptance, and social interaction.
- To work towards achieving a staff composition with regard to race and gender, that reflects the demographics of the area in which the Municipality operates.

In order to achieve equal opportunity in the workplace the KwaDukuza Municipality, in terms of Section 13 (2) of the Employment Equity Act 55 of 1998, consults with its employees as required by Section 16, conducts an analysis as required by Section 19, prepares an employment equity plan as required by Section 20 and reports to the Director-General on progress made in implementing its employment equity plan as required by Section 21 of the said Act. The following table illustrates the workplace demographics for the year under review.

Much has been done to affirm previously disadvantaged individuals. The analysis of representation shows that Africans form 69.3% of the entire workforce, Coloureds 04%, Indians 25.3%, and Whites 5%. The spread of blacks in top management and management of most departments is good. At the three highest levels of management there are nine (9) Africans, nine (9) Indians, and twelve (12) Whites.

The major challenge facing the Municipality in terms of employment equity is the recruitment and empowerment of women, who only form 30.1% of the workforce and only three (3), are part of the three top levels of management. In addition, in junior management, there is an under-representation of African females, while the general workers' category is largely dominated by black males. KwaDukuza Municipality aims to reach employment levels that meet with the demographics of the Municipality.

Table 24: Workplace Demographics for the Financial Year 2008/2009

WORKPLACE POPULATION	MALE				FEMALE				TOTAL EMPLOYEES
	A	C	I	W	A	C	I	W	
Number of Employees	374	2	138	24	162	0	58	15	773
Percentage	48.4	0.4	17.8	3.1	20.9	0	7.5	1.9	100

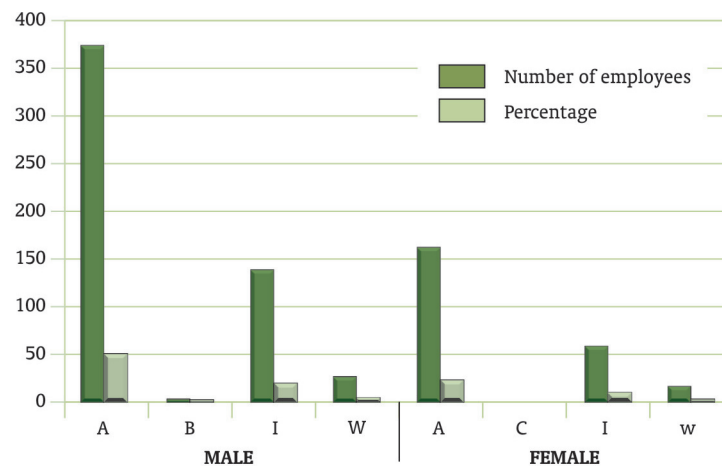


Figure 19: Workplace Demographics for 2008/2009

The profile of the Municipality by Occupational Category for financial year 2008/2009 is:

Table 25: Employment Statistics by Occupational Category

OCCUPATIONAL LEVELS	DESIGNATED							NON-DESIGNATED		TOTAL
	MALE			FEMALE				WHITE MALE	FOREIGN NATIONAL	
	B	C	I	B	C	I	W			
Top Management	23	0	15	8	0	3	2	15	0	66
Senior Management	10	1	17	3	0	8	3	4	0	46
Professionally qualified and experienced specialists and mid-management	40	0	48	31	0	21	5	4	0	149
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	88	1	29	26	0	19	5	0	0	168
Semi-skilled and discretionary decision making	60	0	9	12	0	2	0	0	0	83
Unskilled and defined decision making	145	0	19	78	0	4	0	0	0	246
Total Permanent	366	2	137	158	0	57	15	23	0	758
Non permanent	8	0	1	4	0	1	0	1	0	15
TOTAL	374	2	138	162	0	58	15	24	0	773



Training and Development Information

Table 26: Education and Training Planned and Conducted

EDUCATION AND TRAINING PLANNED AND CONDUCTED TO ACHIEVE TRAINING AND SKILLS DEVELOPMENT PRIORITIES for the period 01 July 2008 to 30 June 2009																		
Kind and number of beneficiaries				Nature of learning intervention		... if formal, at NQF level									Duration of intervention			
Employment category	Skills Priority No. (Section 7.2 of WSP)	No. to receive training	Informal: (defined in guidelines)	Formal: in-house or external institution	1	2	3	4	5	6	7	8	Not NQF linked	Days	Weeks	Months	Indicative spend per level - R	
Leadership & governance SOC 100																		
Mayor		1		Formal									x					
Senior officials/ managers																		
CEO/MD																		
Directors		19		Formal					x								R 32 199	
Financial Directors		7		Formal					x								R 53 980	
Department/ Division Heads																		
Plant Managers																		
Information technology																		
Professionals SOC 200																		
Health care																		
Parks/ community facilities																		
Core finance		2		Formal													R 1500	
Technicians/associated professionals SOC 300																		
Health care																		
Public safety/ Emergency services																		
Community development																		
Roads		14		Formal	x												R 29 900	
Electricity		1		Formal													R 3500	
Information technology																		
Core administration																		
Skilled agric & fishery workers SOC 600																		
Parks/ community facilities		25		Formal		x								10			R 24 800	

EDUCATION AND TRAINING PLANNED AND CONDUCTED TO ACHIEVE TRAINING AND SKILLS DEVELOPMENT PRIORITIES for the period 01 July 2008 to 30 June 2009																	
Kind and number of beneficiaries			Nature of learning intervention		... if formal, at NQF level									Duration of intervention			
Employment category	Skills Priority No. (Section 7.2 of WSP)	No. to receive training	Informal: (defined in guidelines)	Formal: in-house or external institution	1	2	3	4	5	6	7	8	Not NQF linked	Days	Weeks	Months	Indicative spend per level - R
Clerks SOC 400																	
Core administration		12		Formal	x	x								3			R 30 799
Core finance		19		Formal		x								3			R 22 500
Service workers SOC 500																	
Public safety/ Emergency services		40		Formal										3		6	R 96 510
Electricity		40		Formal										5			R 79 200
Core finance																	
Apprentices																	
TOTALS		180												24		6	R374 888

4.3 Human Resource Governance

The Human Resource Department was instrumental in the review of the Human Resource Policy and shortfalls in the current policy were identified and addressed.

Workplace Skills Development plans and a report, which forms part of the Integrated Development Plan of the Municipality, were submitted to the relevant legislative bodies in terms of legislation. Training of the unemployed in the community was promoted and approved by Council and will be further addressed.

The Employment Equity Plan was instrumental for the achievement of most of the targets set and annual reports were submitted to the relevant legislative bodies in terms of legislation.

The VIP electronic Personnel Record system is maintained and data verified on an ongoing basis ensuring that legislative requirements are met. Audit queries were addressed and risks in terms of the aforesaid were eliminated.

The filling of critical vacant posts, retention of staff, staff wellness policy, promotion of staff, induction program for new staff members, elimination of risk and standard operating procedures, are some of the many challenges the department is facing. Progress was made in meeting these challenges by drafting a Human Resource Plan addressing such challenges.



A Human Resources Procedural Manual was adopted to minimise risk factors with regard to various Human Resource administrative procedures and to provide guidance to management and staff.

The following committees are instrumental to Human Resource Governance and meet on a regular basis:

- Local Labour Forum.
- Training Committee.
- HR and Union Forum.

4.4 Performance Management and Reporting

In order to instil high performance, the Municipality introduced a comprehensive performance management system in accordance with Chapter 6 of the Local Government Municipal Systems Act of 2000 and the Planning and Performance Management Regulations (2001).

Performance reporting in the Municipality is undertaken within the requirements of the performance management legislation i.e. Municipal Finance Management Act (MFMA), Municipal Systems Act (MSA) and applicable regulations.

The Municipality's status with regard to the nine phases in the performance management cycle during the 2008/2009 financial year was undertaken in terms of the Municipal Systems Act's requirements. The Municipality's status with regard to these phases during the 2008/2009 financial year is indicated below:

PHASE NO.	DESCRIPTION
1	Development of Integrated Development Plan (IDP)
2	Development and implementation of the Performance Management System (PMS)
3	Development & Implementation of Key Performance Indicators (KPI's)
4	Setting of Targets for Key Performance Indicators
5	Actual Service Delivery Process
6	Internal Monitoring
7	Internal Control of the Performance Management System
8	Performance Measurements and Reporting
9	Revision of Municipality's Performance

4.5 Staffing Information

Although not all vacancies were filled during the course of the year most key posts identified by Council were filled.

Employee Assistance Programme

The following Employee Assistance Programme was offered during the year:

- Trauma counselling offered after incidents to Fire Fighters, Traffic Officers, hijacked employees, employee victims of robbery while on duty.

Remuneration of Councillors

The following table reflects the remuneration received by Councillors for the year ended 2008/2009:

Table 27: Councillors' Remuneration

COUNCILLORS	AMOUNT R
Mayor	551,470.18
Speaker	446,843.97
Deputy Mayor	446,843.97
Exco members	2,439,869.70
Councillors	5,376,674.10
TOTAL	9,261,701.92

Remuneration of Senior Officials

The following table reflects the remuneration received by Senior Management for the year ended 2008/2009:

Table 28: Senior Officials' Remuneration

SENIOR MANAGEMENT	AMOUNT R
Municipal Manager	938,940.18
Chief Financial Officer	851,292.86
Head of Department: Municipal Services	722,189.99
Head of Department: Technical Services	757,081.63
Head of Department: Corporate Services	761,321.15
Head of Department: Economic Development Planning	721,961.47
TOTAL	4,752,787.28

In Kind Benefits

- The Mayor has the use of a Council-owned vehicle for official duties.

